

**The Dynamics of the Employee Branding Effect: The Valuation of Interpersonal
Relationships in Organizational Results**

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Abstract

Focusing on competency management, the **Employee Branding Effect** process results from the increase of catalytic actions of the interpersonal relations domain, which stem from the informality created in social exchanges both inside and outside organizations, namely by the introduction of mentoring and helping relations between chiefs and headed.

The Employee Branding Effect contributes to a real and concrete diagnosis of the organizational and relational environment of the organizations, by promoting and reinforcing the psychological contract between employees and the organization.

The present study covered 30 organizations in the central zone of Portugal that responded to a questionnaire survey for *Employee Branding Effect* measurement.

The results statistically show that the moderating effect of mentoring and helping relationships actions, from the informal domain over the formal domain of the organizations, confirm a positive increase of the *employee branding* process results when promoted by actions within the scope of the interpersonal relations.

Keywords: employee branding effect, mentoring and helping relationships, human resources management, relationship marketing, management by competencies.

Jel classification: M10; M12; M31

Introduction

Strengthening and guiding the organization culture in the sense of valorization and developing the skills of employees willing to build and give the best of themselves by the organization, should be a concern of the organizations leadership. The reason is that employee's behaviours also convey an image of the organization, contributing or not through their actions towards organizational efficiency (Miles and Mangold, 2004, 2005; Lishan and Yaoqi, 2011).

In this sense, there is a need and a preponderance of developing strategies to promote consistent behaviours based on competencies that lead to the employees' happiness and loyalty. The emotional state of the internal customer, i.e., the employee, influences customer loyalty and the organizational reputation maintenance, which in turn reinforces the employee brand image (Lishan and Yaoqi, 2011).

From a perspective of competency management, it is the responsibility of the leadership that manages the relationship of how employees are treated, to implement formal and informal programs that develop social relations among their employees. This way, interpersonal relationships are enhanced by their dynamics, which influence the employees' behaviours and these, consequently, the organizational results (Blake, 2001; Herington et al., 2006).

The importance of developing competency-based strategies, as a set of qualities and behaviours that mobilize the technical knowledge of the holder, which results in high performance, lies in knowing 'how' this performance was achieved. From the skills focused on the future and in their development, leading to the maintenance of the psychological contract, the result is a positive emotional state that enhances employees' happiness through the clarification and consistency of what is required of them (Spencer and Spencer, 1993).

Motivated employees transmit more easily a positive message from the organization and its brand, reinforcing Ulrich's (1997) idea that the overarching goal of implementing a brand strategy in the employees is to lead the organizations to 'win the war for talent'.

Building relationships with the team that generates customer satisfaction and profit, involves (i) concern for the employees' feelings and needs and (ii) the compliment and supply of a positive feedback, helping them to improve their competencies, their creativity and autonomy and their work skills through the trust and emotional affectivity developed by the leadership.

In this context it is important to understand, to value and to increase organizational efficiency in the organizations through the *Employee Branding Effect* process that, in line with the concept of *employee branding*, develops the adopting strategy in the organizations in order to promote interpersonal relationships. In this sense, it consolidates and values informal strategies resulting from social exchanges among members, as an organizational sustainability generator or as growth of internal customer loyalty and external customer loyalty (Sousa, 2016).

The valorization of informality in social exchanges

The Miles and Mangold (2004, 2005) employee branding process is a functional package implemented by the organization that depends on the creativity of the leaders, and can create in the employee positive psychological and economic effects, given the identity that the employee has with the organization (Ambler and Barrow, 1996; Văleanu et al., 2012).

This way, Hollenbeck (1999) and Robbins (1999) have identified that organizational behaviour allows to segment the influence and contribution of the individual, the group and the organizational structure to understand and enhance the results, namely job satisfaction, organizational loyalty, external customer loyalty and organizational reputation.

The process of employee branding particularizes the origin of the inputs that define and contribute to the process, through its formality. However, the day-to-day people management ends *per se* the informality, resulting from social exchanges that is valued in the Employee Branding Effect process.

This new process opens space for the emancipation and importance of the interpersonal relations contribution in the promotion and reinforcement of the psychological contract, either by the increase and potentiality of the employees' commitment and loyalty feeling in the organizational satisfaction, or by the increase of their levels of effectiveness and productivity (Sousa, 2016).

The complicity of the articulation of these informal processes lies in the valorization of the management by competences, which aggregates and considers the knowledge and learning of the people as a strong sustainable competitive advantage. This informality strengthens social relations in the organizations and trigger behaviours that increase organizational results when increased by the dynamics of mentoring actions and by the leadership helping relationships to the employee.

The dynamics of mentoring and helping relationships as an attitudinal behaviour values the importance of the social relationship among members, and enforces to the promotion and learning of this social competence by the organization.

Based on this assumption, for the efficiency of the organizational result, the human resources practices' consolidation and its articulation with the internal marketing and relationship processes is a condition, given the complicity that both processes seek in the performance of the organization (Kram, 1983, 1985; Schein, 1999, 2009).

The Employee Branding Effect process allows for a diagnosis that incorporates to the employee branding the actions of mentoring and helping relationships, determining the influence

of the informal domain of social and interpersonal working relationships, seen as a behavioural attitude from the leadership to the employee that enhances the organization performance (Sousa, 2016).

Contributions to the social relations in organizations

Galpin (1997) argues that an appropriate internal marketing strategy should significantly contribute to organizational success, in other words, it can be used to achieve higher levels of employee satisfaction in the workplace, aiming to make them feel happy with their work experiences.

In turn, Aurand et al. (2005) and Văleanu et al. (2012) state that the practice and implementation of effective marketing actions have the power to involve employees with the organizational values and brand identity, making them loyal to the organization strategy, faithful to those values and satisfied with the work they perform, i.e., experiencing a pleasant or positive emotional state about their workplace experiences (Locke, 1976) which generates fidelity, dedication and commitment in future actions.

This way, for organizations to become more competitive, they must implement effective programs to maintain the levels of the employees' commitment towards their objectives. These actions undergo by involving people and by implementing programs to approach leaders and subordinates, mentors and mentored who value the communication among pairs and allow the satisfaction and loyalty of the organization first client: the employee.

This employee's appreciation in the success of the organization places the emphasis on how the organization strengthens the psychological contract and how it fosters social relations among employees. In order to achieve a favourable psychological contract, it must be taken into account that regardless of any agreement between the individual and the organization, each employee has

a unique perception of what the organization is required to provide him/her and what one should do, in return, to the organization. Thus, its essence lies in the individual's perception about the psychological contract (McLean Parks et al., 1998).

In practice, psychological contracts are seen as the exchange of an employee's effort (creativity, flexibility, knowledge, skills and abilities) by compensation, opportunities for advancement, job security and status, among others. In the background, an action is exchanged for a certain attitude (Conway and Briner, 2009). When the employee is the target of an emotionally engaging psychological contract, he/she stays committed to the organization and its brand, strengthening his/her loyalty to the organization.

The employees' beliefs are important to understand their answers in the organization, regarding the obligations that make up the psychological contract. It is expected that from a balance between the employee and the organization, it is possible to observe a positive employees' involvement (Hui et al., 2004).

This attitude in the organizations promotes the shift from the paradigm of goal-based management to competency management, which places the focus on people and their reward for talent, behaviour and attitudes that can create a sustainable competitive advantage for organizations that increase it (Spencer and Spencer, 1993; Boterf, 2002; Rebelo, 2011). The way in which an organization treats its employees interferes with how they later treat the organization customers (Rosenbluth and McFerrin Peters, 1992/2002; Catlette and Hadden, 2001; Herington et al., 2006).

The nature of this interface can be summarized as follows: if the organization takes care of its employees, the employees will take care of the clients who will return more often when feeling more satisfied, becoming faithful to the organization. This internal marketing perspective can

favour the employees' attitude and therefore will lead to the organization success in the external market (Bitner, 1990; Mitchell, 2002; Tortosa et al., 2009).

Assuming that the internal client influences and determines the reputation of the organization through his behaviour, the necessary efforts for its employees to promote citizenship behaviour must be taken into account, valuing obedience, loyalty and participation that will shape the organizational behaviour of its members.

On the other hand, Rego (2000) also argues that the level of organizational effectiveness and efficiency depends on the comprehensiveness of the organizational citizenship behaviours that the employees voluntarily promote in the organization.

If one considers that the individuals' spontaneous and extra-role behaviours are "tied" to the employee's psychological contract, and that the psychological contract involvement is also determined by the social exchanges that result from cohabitation in the workplace between the chiefs and headed and among pairs, then the importance of interpersonal relations as a catalyzer element of the social process, which contributes to the promotion and increase of the process of diagnosis of *Employee Branding Effect*, expressively emancipates itself.

This way, and from the perspective of management by competence, it can be observed that employees' behaviours have an influence on the organization efficiency contributing to the satisfaction, loyalty and customers increase in an organization (Podsakoff and MacKenzie, 1997; Organ, 1999; Rego, 2000), constraining strategically the human resources management to value in their practices the welfare concerns and employees' emotional satisfaction.

The satisfaction at work is and will always be a concern of the management of any organization, especially in competitive environments where "the nerve" of employees who represent their "face" makes a difference.

The dynamics of the Employee Branding Effect process

The leadership behaviours, especially of transformational leadership, according to Wang and Wong (2011) have shown to be strongly related to organizational citizenship behaviours. The culture and leadership, particularly as exemplified by the servant leadership provide employees with the same they give to external customer: attention to their needs, support and involvement, which promotes thereby the creation of long-term relationships between customers, leaders and employees (Cerqueira, 2002), contributing in a decisive way to the promotion of functional packages in the organization.

The servant leadership is one where the leader assumes a relationship more focused on the needs of others (Greenleaf, 1977). As a transformational leadership style option, it is the one that provides decisive conditions for the development of relations of social exchange, making room for the promotion of mentoring and helping relationships within the cultural and organizational spheres (Sousa, 2016).

On the one hand, this leadership requires and intends to promote a facilitating culture, which ensures the commitment of the top management in creating a dynamic of social exchanges and provides conditions for the dissemination of interpersonal relations in the organization, on the other hand the increasing role of mentoring and helping relationships between chiefs and headed trigger conditions for shaping behaviour among members.

This action will lead to organizational results that will increase organizational effectiveness and efficiency, by consolidating the synergy and complicity of human resources practices and their articulation with the internal marketing and relationship processes.

In turn, the role of mentoring and helping relationships as a single process must be rooted in formal and informal processes of human resource management, which should consolidate and

cement the correct verbal and nonverbal communication in organizations, through the management of emotions and moods that influence the psychological contract and consequently the successful implementation of the *Employee Branding Effect* process, which seeks to value the social competence in the organization (Sousa, 2016).

The interpersonal relationships' informality, as a characteristic of the servant leadership, also creates conditions for the effective promotion of mentoring as a work relationship, which contributes to personal growth and acts as an important organizational process, impregnating the employee with a feeling of trust towards the mentor, who becomes a facilitator in the construction of knowledge and in the reinforcement of his psychological contract (Kram, 1980, 1983, 1985; Kram and Isabella, 1985).

Thus, the facilitator of interpersonal relationships, i.e., the mentor, creates in his/her performance a philosophy of help, that being efficient by the exempted and impartial form establishes a helping relationships with the individual, group or organization, promoting an effective dynamics of relationship and empowerment of employee branding image (Schein, 1999, 2009; Sousa, 2016).

This mentoring attitude that develops the psychosocial functions, when promoted by leaders and managers, will increase a feeling of trust and affectivity that will determine the level of affective commitment of the employee, leading him/her to be emotionally connected to the organization, reinforcing the Effect Employee Branding process in organizations (Kram, 1985; Kram and Isabella, 1985; Sousa, 2016).

The maintenance of mentoring and helping relationships, cooperation and collaboration actions resulting from informal relations in the relationship processes, are effortlessly promoted by those involved, because they do it spontaneously, i.e, it is an attitude that promotes

spontaneous and generous behaviour of others who spontaneously acknowledge the need for such help, interfering with the cultural values that the organization transmits (Sousa, 2016).

Indeed, social relationships in organizations promote the transfer of knowledge through the relationship constellations, which go beyond work producing bidirectional effects, i.e., influencing the organization performance, either by increasing customer satisfaction outside the organization and to the brand, or by the performance and career development of mentored individuals (Kram, 1985; Kram and Isabella, 1985; Sousa, 2016).

In turn, from the perspective of group process consulting, the fundamental concepts of the helping relationships during a process of effective help, by means of an appropriate examination, are based on the group of social processes that foster a psychological contract among the related parties. In this process, the diagnostic forms of inquiry recommended (pure or humble, confrontational and process-oriented) have been shown to be very useful in the evaluation and attainment of the maximum yield of a group (Schein, 1999, 2009, 2013; Thomaz, 2005).

In this perspective, organizational performance also depends on teamwork, which must develop actions of reciprocal helping relations among its members, because it is in these interactions that the dynamics of balance and clarification of the roles played and where relationships of greater mutual trust are developed, thus promoting relationship constellations.

In this sense, teamwork is also defined with a state of multiple reciprocal helping relations that include all members of the group who have to work together (Schein, 2009).

By valuing informality, it is possible to determine the Employee Branding Effect process, which brings together not only the formal aspects of the organizations (named Organizational Integration) arising from the employee branding process, but also and especially the informal aspects (IR - interpersonal relations) arising from social exchanges in the domain of interpersonal relations.

Thus, this process incorporates the perceptions of internal customers (employees) and the effects of these actions on the internal results in the organization brand image and external customers, as shown in Figure 1.

Figure 1. Employee Branding Effect

The promotion of a clear, concise and systematic communication, promoted by the mentors in the dynamic of mentoring and helping relationships, considering the psychological contract and organizational citizenship behaviours of members, as integral elements of the interpersonal relations domain, contribute synergistically in a significant way to the increase of potential loyalty and satisfaction results, as well as to organizational success through reputation and customer loyalty, thus consolidating the process of *Employee Branding Effect* in organizations.

Methodology

For the development and consolidation of the Employee Branding Effect (EeBE) process, the study took place between 27 November 2014 and 30 April 2015, having participated 30 organizations of central Portugal. Of the 812 answered surveys, 725 were considered valid.

The data were analyzed using the IBM SPSS Statistics 24 software. To validate the **Employee Branding Effect** process we applied the factorial analysis and to test the hypothesis, the following techniques were applied: simple linear regression analysis and regression analysis with moderation effect.

Based on the objectives of the present study, we formulated the following hypothesis of investigation:

Hypothesis 1: The informality of mentoring and helping relationships actions has a positive relation and effect on the employee branding process;

Hypothesis 2: The mentoring and helping relationships actions have a positive relation with the interpersonal relationships that characterize the informality of social exchanges in organizations;

Hypothesis 3: The informality of mentoring and helping relationships actions moderates positively the formal aspects of the employee branding process, called organizational integration (OI).

In summary, and according to Sousa et al. (2016), the implemented instrument contemplates four constructs: the interpersonal relations (IR) construct that belongs to the informal domain; and management support (MS), organizational socialization (OS) and brand socialization (BM) that belong to the formal domain, which together determine the organizational integration (OI) of the employee branding process.

The dimensions indices of the different constructs were obtained by performing the arithmetic mean of the items that make up each dimension. From these results, indices of the different constructs carrying out the arithmetic average were obtained.

Validation of the Employee Branding Effect Process

To set the factor structure of the process of *employee branding effect*, *employee branding* and the *organizational integration* domain (OI) (as shown in Figure 2), we realize that it makes sense to apply the factor analysis since the Employee Branding Effect (0.83) and employee branding (0.87) processes KMO measures are considered good, and the OI domain (0.71) KMO measure is considered reasonable (Marôco, 2010).

The Bartlett sphericity test also revealed a good factorial adequacy ($p < 0.01$). Thus, for the extraction of the factors, we used the principal components method and the varimax rotation and, in order to measure the minimum number of factors to be retained, we used the Kaiser criterion.

Figure 2. Representative scheme of Employee Branding Effect.

From the application of the factorial analysis, we obtained the following results:

- the OI domain is constituted by three constructs (OS, BS and MS) and explains 78.49% of the variance;
- the employee branding process is constituted by three constructs (OS, BS and MS) and two dimensions of the interpersonal relations construct (psychological contract and citizenship elements) and explains 72.28% of the variance;
- the Employee Branding Effect process is constituted by four constructs (OS, BS, MS and IR), which are the synergy result of *employee branding* process and *mentoring and helping relationships* dimension and explains 77.95% of the variance, so there is an increase of 5.6% when using *Employee Branding Effect* process compared to the *employee branding* process.

The two processes and the OI domain are considered reliable measures, since the Cronbach alpha values of the Employee Branding Effect and employee branding processes are 0.898 and 0.896 respectively, and that of the organizational integration domain is 0.709. These values allow us to affirm that both processes have a good internal consistency and the OI domain has a reasonable internal consistency (Pestana and Gageiro, 2008). To obtain the values of the two processes and the OI domain, we realized the arithmetic mean of the variables that constitute them.

Correlation of the elements that make up Employee Branding Effect

According to Table 1, all correlations between the different elements that are part of the Employee Branding Effect are statistically significant ($p < 0.01$) and positive. The lowest correlation ($r = 0.510$) occurs between the brand socialization (BS) construct and the mentoring and helping relationships dimension, and the highest correlation ($r = 0.998$) between the employee branding process and the Employee Branding Effect process.

Table 1. *Pearson's correlation results between the different elements of the employee branding effect.*

Considering only the four base constructs of the study (OS, BS, MS and IR), the highest Pearson correlation value ($r = 0.819$) is found between the constructs interpersonal relations and management support, and the lowest value ($r = 0.571$) between the constructs brand socialization and interpersonal relationships. In any case, according to Pestana and Gageiro (2008), all correlations present values that are mostly strong and in some cases moderate.

If we consider the relationship between the mentoring and helping relationships dimension and the different constructs, the highest correlation ($r = 0.958$) is found with the interpersonal relations construct and the lowest ($r = 0.510$) with the brand socialization construct.

The mentoring and helping relationships dimension is an action that occurs between one or more people, being the brand image (portrayed in the BS construct) from a collective construction that results from the promotion that top management increases throughout the organization, regardless of the image the mentor transmits to the mentored. In other words, it can be reinforced that the dynamics of mentoring and helping relationships have a micro-organizational impact, and the brand image is the result of a holistic view of the organization, thus macro-organizational.

It is also between the mentoring and helping relationships dimension and the interpersonal relationships (IR) construct that the highest correlation is found ($r = 0.958$). This high correlation is the confirmation that a mentor performance, by promoting mentoring and helping relationships to their collaborators enhances the existence of an interpersonal relationship that fosters informality, and through the inertia of this relationship, gathers the commitment between the parties, enhancing the psychological contract, which is one of the pillars in employee loyalty in the *Employee Branding Effect* process.

Testing the Hypothesis

To find out if the informality of mentoring and helping relationships actions positively influence the process of employee branding (Hypothesis 1), we applied the simple linear regression model between the employee branding process and the mentoring and helping relationships dimension.

The results found in the linear regression model and described in Table 2, allow us to state that 72.5% of the total variability of the employee branding process is explained by the actuation of the mentoring and helping relationships dimension. Through ANOVA, it can be observed that the adjusted model is highly significant ($F(1, 723) = 1907.354; p < 0.01$), so it can be inferred that it is adequate and there is a linear dependence between the employee branding process and the mentoring and helping relationships dimension. The mentoring and helping relationships dimension statistically influences ($t(724) = 43.673; p < 0.01$) the employee branding process, with a positive variation ($\beta = 0.514$) due to mentoring and helping relationships.

Table 2. *Employee branding regression model (EB) and mentoring and helping relationships (MHR).*

All the assumptions of the regression model were validated, i.e., normality, independence and homoscedasticity of the residues, confirming Hypothesis 1.

Aiming to determine if the OI domain that characterizes the formal aspects of the employee branding process will be positively influenced by the introduction of interpersonal relationships, as formulated in Hypothesis 2, we applied the simple linear regression model.

Analysing the results of the linear regression model (Table 3), we can say that 69.8% of the total variability of the OI domain is explained by the dynamics of interpersonal relationships. The adjusted model is highly significant ($F(1, 723) = 1669.712; p < 0.01$), so it can be inferred that the model is adequate and there is a linear dependence between the OI domain and the interpersonal relationships construct.

To test whether the interpersonal relationships construct influences the OI domain, we applied the t Student's test, and it has been verified that the influence is statistically significant ($t(724) = 40.862; p < 0.01$), so there is a positive variation ($\beta = 0.696$) in the OI domain by the interpersonal relationships construct.

Table 3. Regression model between organizational integration (OI) domain and interpersonal relationships (IR).

All the assumptions of the regression model were validated, i.e., normality, independence and homoscedasticity of the residues, confirming Hypothesis 2.

In this study, and as stated in Hypothesis 3, we intend to investigate whether the influence of the interpersonal relationships construct without the mentoring and helping relationships dimension in the organizational integration (OI) domain is moderated by mentoring and helping relationships (see Figure 3).

Figure 3. Moderation effect of mentoring and helping relationships.

The model results, presented in Table 5, have revealed that 70.2% of the total variability of the OI domain is explained by the independent variables in the regression model. Through ANOVA, it can be observed that the adjusted model is highly significant ($F(3, 721) = 570.185$; $p < 0.01$), so it can be inferred that the model is adequate.

Given that the interaction coefficient (product between the variables in this case, the mentoring and helping relationships dimension and the interpersonal relationships construct without the mentoring and helping relationships dimension) is statistically significant ($t(724) = 3.677$; $p < 0.01$), we can affirm that the influence of interpersonal relationships without mentoring and helping relationships in the organizational integration domain is moderated by the mentoring and helping relationships dimension.

Table 4. Model of moderation effect of mentoring and helping relationships on organizational integration.

Only the mentoring and helping relationships variable have values slightly higher than 5 (MHR with $VIF^1 = 6.364$, IR without MRA with $VIF = 4.132$ and Product with $VIF = 3.029$), which according to Myers (1986) expresses no concern about the possible presence of multicollinearity. The remaining assumptions, normality, independence and homoscedasticity of the residues are verified, confirming Hypothesis 3.

¹ VIF - Variance Inflation Factor

Conclusions

The *Employee Branding Effect* process, through the dynamic and catalytic action of interpersonal relationships among its employees, with the introduction of mentoring and helping relationships between chiefs and headed, not only increases but also boosts the organization brand image inside and outside the organization.

With respect to the effect and influence of the variables, it is observed that mentoring and helping relationships has a moderating effect on the organizational integration (OI) domain, as well as the mentoring and the helping relationships dimension which allows a positive variation in the process of employee branding.

Social relationships in organizations promote the transfer of knowledge that affect employees and influence the organization performance, i.e., if the relationship constellations in the workplace have an impact on organization and employees, manifesting mainly in the employees' performance, then the organization should be alert to its influence.

If an organization wants to value its brand image, then it has to internally value it first. If the internal client (collaborator) believes in this image, he/she will sell it more eloquently and spontaneously to the external client. However, and as it turned out, the organization does not need only formal procedures, since spontaneous informality between peers and headship will allow not only an increase in loyalty but also a greater organizational commitment with reflections on the brand image.

In addition, the organizational reputation achieved by the valorization of the brand that the organization represents, requires the increment of the functional processes of employee branding that, when associated to informality allow a diagnosis of Employee Branding Effect.

This organizational reputation is and can be further enhanced if there is an action based on the principles of mentoring and helping relationships between chief and headed that informally increase the quality of the work and helping relationship, the exchange of knowledge (skills) and personal growth. The construction of a more stimulated relationship between managers and employees is also based on the psychological contract and by the existence of citizenship behaviours.

The dynamics of job satisfaction is, and will always be a concern of the organizations management, especially in competitive environments where differentiation is made by the "nerve" of employees.

With this new *Employee Branding Effect* process, it is possible to diagnose the "strength" of social exchanges informality among members and their influence on the organizations sustainability. However, this valorization of interpersonal relationships will require the interdisciplinarity of management practices, through a leadership based on mentoring and helping relationships actions between chiefs and headed, which will require a new management perspective in organizations.

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The Dynamics of the Employee Branding Effect: The Valuation of Interpersonal Relationships in Organizational Results

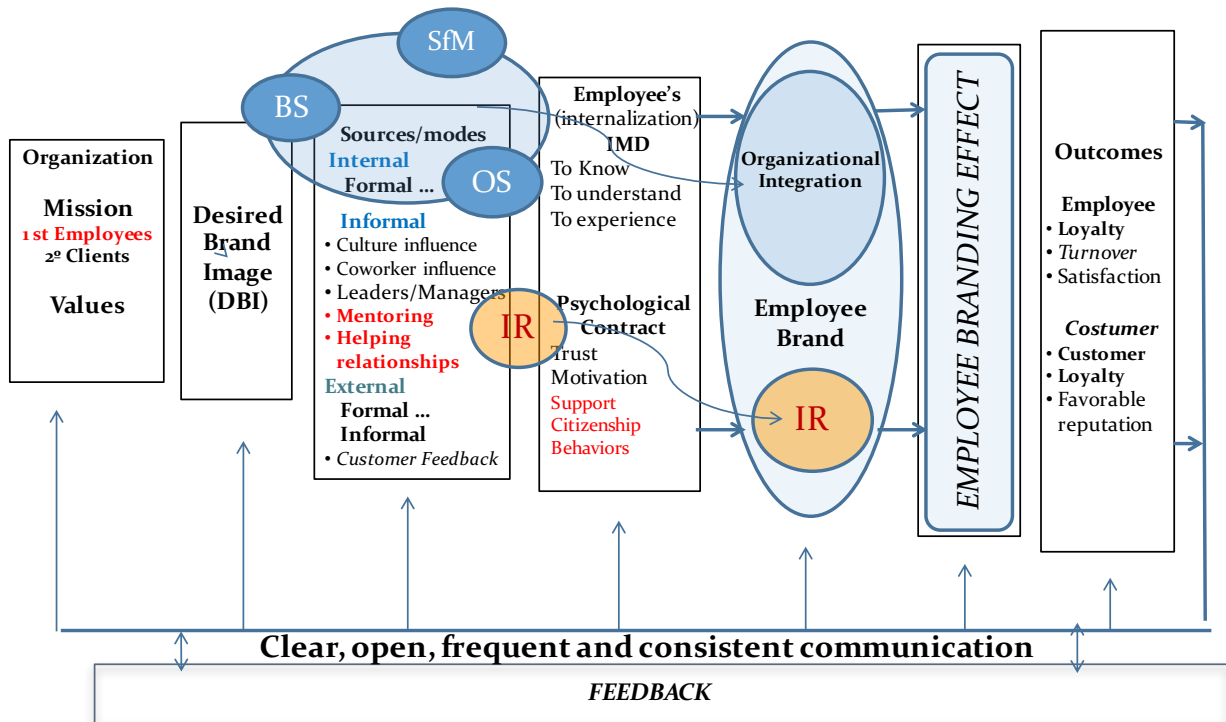


Figure 1. Employee Branding Effect.
Source: Sousa (2016)

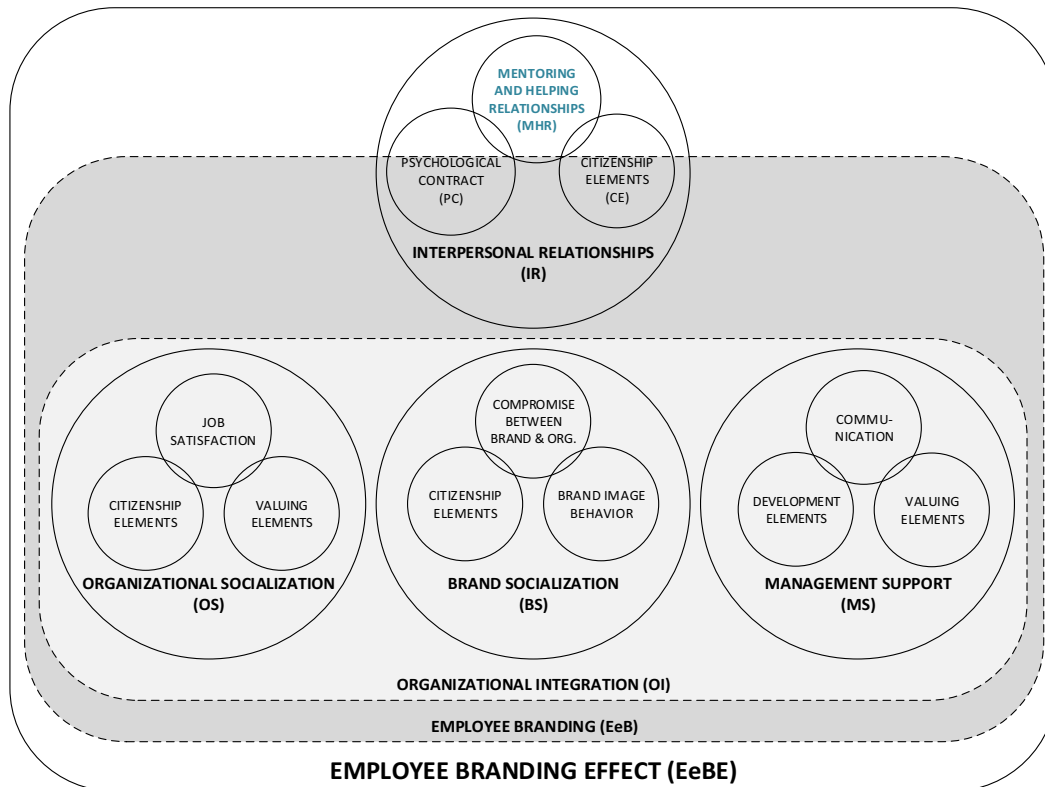


Figure 2. Representative scheme of Employee Branding Effect.
Source: Sousa (2016).

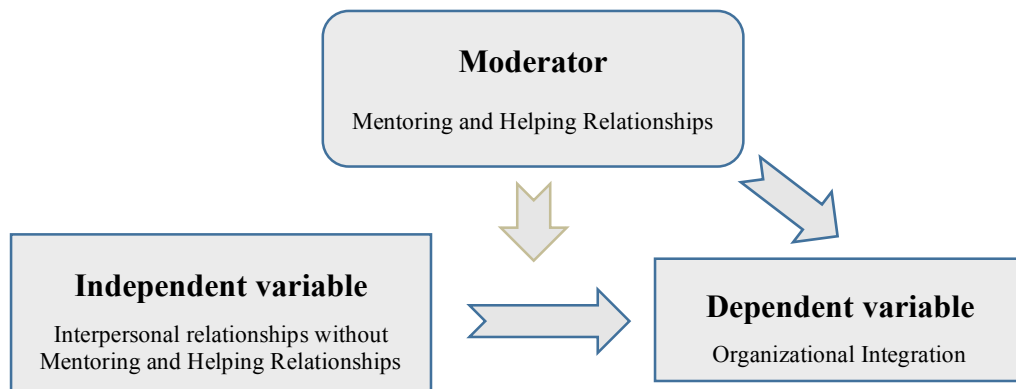


Figure 3. Moderation effect of mentoring and helping relationships.
Source: Adapted from Marôco (2010:772)

Table 1. Pearson's correlation results between the different elements of the employee branding effect.

	R	IR	OS	BS	MS	MHR	OI	EB	EeBE
IR		1,000	0,797**	0,571**	0,819**	0,958**	0,835**	0,905**	0,914**
OS			1,000	0,631**	0,779**	0,751***	0,904**	0,906**	0,904**
BS				1,000	0,617**	0,510**	0,816**	0,873**	0,876**
MS					1,000	0,822**	0,930**	0,922**	0,930**
MHR						1,000	0,803**	0,852**	0,877**
OI							1,000	0,988**	0,987**
EB								1,000	0,998**
EeBE									1,000

Note: ** $p < 0.01$

Legend: IR - Interpersonal Relations; OS - Organizational Socialization; BS - Brand Socialization; MS - Management Support; MHR - Mentoring and Helping Relationships; OI - Organizational Integration; EB - Employee Branding; EeBE - Employee Branding Effect.

Table 2. Employee branding regression model (EB) and mentoring and helping relationships (MHR).

Model summary	R	R ²	ANOVA	
			F	p
EB and MHR	0.852	0.725	1907.354	0.000**
	Model coefficients		t Test	
	β		t	p
Constant	0.341		41.333	0.000**
MHR	0.514		43.673	0.000**

** $p < 0.01$

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Table 3. Regression model between organizational integration (OI) domain and interpersonal relationships (IR).

Model summary	<i>R</i>	<i>R</i> ²	ANOVA	
			<i>F</i>	<i>p</i>
OI and IR	0.835	0.698	1669.712	0.000**
	Model coefficients		<i>t</i> Test	
	β		<i>t</i>	<i>p</i>
Constant	0.129		10.792	0.000**
IR	0.696		40.862	0.000**

** $p < 0.01$

Table 4. Model of moderation effect of mentoring and helping relationships on organizational integration.

Model summary	<i>R</i>	<i>R</i> ²	<i>R</i> ² _{adjust.}	<i>F</i>	<i>p</i>
MHR moderator	0.839	0.703	0.702	570.185	0.000**
	Model coefficients		Teste <i>t</i>		
	β		<i>t</i>		<i>p</i>
Constant		0.105	5.211		0.000**
MHR		0.282	5.511		0.000**
IR without MHR		0.476	11.556		0.000**
Product		0.130	3.677		0.000**

Legend: MHR - Mentoring and Helping Relationships; IR without MHR - Interpersonal Relations without Mentoring and Helping Relationships that includes psychological contract and citizenship's elements; Product - product between Mentoring and Helping Relationships and Interpersonal Relations without Mentoring and Helping Relationships (psychological contract and citizenship's elements).